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## Beyond Earned Value Management: A Graphical Framework for Integrated Cost, Schedule and Risk Monitoring

Fernando Acebes<sup>a</sup>, Javier Pajares<sup>a,\*</sup>, José Manuel Galán<sup>b</sup>, Adolfo López-Paredes<sup>a</sup>

<sup>a</sup>*INSISOC, University of Valladolid, Valladolid, Spain*

<sup>b</sup>*INSISOC, University of Burgos, Spain*

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### Abstract

In this paper, we propose an innovative and simple graphical framework for project control and monitoring, to integrate the dimensions of project cost and schedule with risk management, therefore extending the Earned Value methodology (EVM). EVM allows Project managers to know whether the project has overruns (over-costs and/or delays), but project managers do not know when deviations from planned values are so important that corrective actions should be taken or, in case of good performance, sources of improvement can be detected. From the concept of project planned variability, we build a graphical methodology to know when a project remains "out of control" or "within expected variability" during the project lifecycle. To this aim, we define and represent new control indexes and new cumulative buffers. Five areas in the chart represent five different possible project states. To implement this framework, project managers only need the data provided by EVM traditional analysis and Monte-Carlo simulation. We also explore the sensitivity of the methodology to control variables.

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*Keywords:* Earned Value Management; risk management; project control and monitoring

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### 1. Introduction

Earned Value Management (EVM) is one of the most widely used and known methodologies for project control and monitoring. EVM integrates scope, cost, time and schedule under the same framework. Developed by the U.S. Department of Defense during the sixties, it allows project managers to measure and verify the progress of the project and to detect deviations from the project planning phase,

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\* Corresponding author. Tel.: +34 983 185954.  
E-mail address: [pajares@insisoc.org](mailto:pajares@insisoc.org).

# Beyond Earned Value Management A Graphical Framework For

**Christian G. Meyer**



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is truly an evolution of art seeking science This activity involves balancing project objectives against the constraints of time budget and quality Achieving this balance requires skill experience along with the use of many tools and techniques which are the focus of this book This new edition provides updated content to incorporate examples from Microsoft Project 2016 and material from the Project Management Body of Knowledge PMBOK Guide sixth edition The chapter structure includes step by step instructions regarding the basic mechanics and various software tools that can be used to assist in the processes To reinforce the textbook s learning objectives extra material is provided on the textbook website This includes mechanical tool examples and lab assignments representative of the chapter topics An external video tutorial library is available to help with various mechanics related to Microsoft Project mechanics An instructor manual is available for qualifying adoptions for classroom use Features Illustrates the use of Microsoft Project throughout the project life cycle Offers templates as productivity enhancement tools Includes supplemental material for students and instructors Provides assignments for hands on experience Follows the PMI PMBOK Guide model structure that will support a better understanding of the model and help prepare students for PMP and CAPM certification Illustrates both traditional and contemporary management techniques

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**Effective Operations and Performance Management** Bloomsbury Publishing, 2010-10-01 Effective Operations and Performance Management is a multi author volume written by practitioners and academics in their respective fields of expertise including Andrew Mayo Subir Chowdhur Andrew Cox and Leslie L Kossoff providing coverage in all aspects of operations and performance within a company The book addresses measuring and managing operational issues providing you with a solid platform from which to develop strategies and grow your business It includes over 30 chapters covering the management of operations and performance It offers you a rich vein of thought leadership and best practice and practical step by step guides on methods to improve operational robustness and measure performance There are a range of Checklists including Performing a Skills Gap Analysis The Triple Bottom Line Using and Understanding Financial Ratios for Analysis Applying Stress Testing to Business Continuity Management plus much more

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can be broadly summarized and called as the culture And the ethics that their organizations display today and in times to come Organizations are products of a leader s imagination It takes the shape of that dream And in that dream good or bad lies its destiny Leadership is disrupted owing to digital influences in technology knowledge millennial mindset people attitudes skills behaviors rapid changes in customer needs speed and agility flexible structures dynamic creative designs unique people actions expectations and deliverance talent issues business climate HR programs work values and business ethics all displayed as culture A Digital Mind Set all about Leadership

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